

**U.S. Agency for International Development
Europe and Eurasia Bureau**

**Workshop Report
on the
Independent States
Regional Training Workshop
(Condensed Version)**

**Tbilisi, Republic of Georgia
October 11-15, 1999**



**E&E/EEUD (E&E Training Office)
U.S. Agency for International Development
Washington, DC 20523**

This report was prepared for E&E/EEUD, U.S. Agency for International Development by the International Science and Technology Institute, Inc. (ISTI) and Training Resources Group, Inc. (TRG) under Indefinite Quantity Contract AEP-0085-I-6017; Delivery Order 8.

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Acronyms

AED	Academy for Educational Development
CAR	Central Asian Republics
CEE	Central and Eastern Europe
EEUD	Environment, Energy, and Urban Development
E&E	Office of Europe & Eurasia Bureau / USAID
FOs	Fields of Study
GTD	Global Training for Development
HCD	Human Capacity Development
ICT	In-Country Training
ISTI	International Science and Technology Institute, Inc.
IS	Independent States (formerly NIS)
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NIS	New Independent States
PMP-T	Performance Monitoring Plan for Training
SO	Strategic Objective
TA	Technical Assistance
TCT	Third Country Training
TEOL	Training Events On-Line
TERF	Training Event Request Form
TRC	Training-for-Results Chain
TRG	Training Resources Group, Inc.
USAID	U.S. Agency for International Development
UST	U. S. Training
WNIS	Western New Independent States

U.S. Agency for International Development E&E Bureau - Independent States Regional Training Workshop

Executive Summary

A total of 30 representatives from the U.S. Agency for International Development (USAID) Independent States missions and staff from the Academy for Educational Development (AED) participated in a five day Regional Training Workshop from October 11-15, 1999.

The workshop, held in Tbilisi, Republic of Georgia, was sponsored by the training office of USAID's Europe and Eurasia (E&E) Bureau in Washington, D.C. Staff from the TRANSIT-Support project¹ and AED's Global Training for Development (GTD) project designed and implemented the workshop in collaboration with the E&E training office. The workshop was facilitated by Training Resources Group, Inc. (TRG). (See Attachment 1 for a list of attendees.)

By the end of the workshop, those attending had:

1. Shared current mission and country programs and success stories.
2. Discussed current USAID/E&E training issues.
3. Participated in hands-on training sessions on how to:
 - Use the Training-for-Results Chain (TRC) to help design and monitor training events that support the achievement of Mission Results Frameworks, and
 - Complete a Training Event Request Form (TERF) using the TRC and the Training Events On-Line (TEOL) system.

The five day workshop included the following facilitated, interactive sessions:

- Regional updates on Innovative approaches being used to support in-country, third country and U.S. based training programs.
- Regional discussion sessions on specific nuts and bolts issues related to the AED GTD project / TRANSIT Delivery Order.
- The new Training-for-Results Chain Workbook.
- The revised Training Events Request Form and use of the TEOL.
- Group discussions to develop recommendations for strengthening In-Country Training, In-Country Capacity Building / Leaving a Legacy, and Monitoring and Evaluation of Training.
- Action planning on using the TRC and TEOL to create a Mission Training Plan.

¹ The TRANSIT-Support Project team includes the International Science and Technology Institute, Inc. (ISTI) and Training Resources Group, Inc. (TRG) .

Lessons Learned from the Workshop

- The design worked well. There was a high level of active participation and interaction in all of the sessions throughout the workshop.
- The regional and country presentations on Day One were well organized and succinct, and provided an opportunity for group members to hear about the work of their peers. Requesting each region, in advance, to prepare a presentation made the sessions useful and relevant.
- The Training-for-Results Chain Workbook was relevant to the work being done by both USAID and AED staff. Following the training session, USAID and AED staff were planning to use the TRC workbook and exercises to
 - develop their mission training plan,
 - brief their own staff on the link between training and the Mission's SOs, and
 - work with TA contractors and other training providers on designing specific training events.
- Participation of both USAID Mission staff and AED staff was useful for discussion and planning purposes.
- Group members actively participated in the small group sessions and produced quality work products, particularly the TRC Planning Phase activity.
- Regional discussion sessions on programmatic issues were substantive and focused on actual problems. Follow-up is needed by the E&E Bureau, TRANSIT-Support, and AED on specific questions raised by field staff.
- The concurrent discussion sessions on the last day of the workshop resulted in specific recommendations on how to improve in-country training, how to enhance in-country capacity building to leave a legacy, and ways to monitor and evaluate training.
- The action planning session gave the mission representatives and AED staff a chance to clarify expectations for AED in terms of training support.
- The workshop was an excellent opportunity for new USAID and AED staff to learn about their Mission's training component.

The following report provides details about the design, content, and results of the workshop.

Workshop Sessions

Day 1, Monday, October 11, 1999

Monday's Agenda

- Welcome / Introductions / Objectives
- View from D.C.
- Regional Presentations
- Programmatic Issues
- Reception

Welcome

The opening session included a welcome from Mike Farbman, USAID/Georgia Mission Director and Jim Nindel, from the E&E Environment, Energy and Urban Development (EEUD) office in Washington. Both stressed the importance of training in USAID's programs in the region and urged the group members to use the workshop to share experiences, get answers to their questions, and learn something new.

Following the welcome presentations, participants introduced themselves by giving their name, briefly describing their job, and sharing a name card they had designed earlier in the morning.

The facilitators, Kathy Alison and Maureen McLaughlin, provided an overview of the objectives and agenda for the workshop and introduced the guidelines for working together.

The workshop objectives were to:

1. Share current mission and country programs and success stories.
2. Discuss current USAID/E&E training issues.
3. Participate in hands-on training sessions on how to:
 - Use the Training-for-Results Chain (TRC) to help design and monitor training events that support the achievement of Mission Results Frameworks, and
 - Complete a Training Event Request Form (TERF) using the TRC and the Training Events On-Line (TEOL) system.

(See Attachment 2 for the workshop agenda.)

View from D.C.

Following a coffee break, Jim Nindel provided an update on the current situation in USAID/Washington.

Topics included:

- Bureau name change (from ENI to E&E) and the status of the bureau
- Information on the new Administrator
- Clarification of the role of E&E Bureau and Global Bureau re training
- Introduction of the E&E Bureau Training Office staff and clarification of their roles
- Status of funding appropriations / budget for FY 2000
- Status and scope of AED's new TRANSIT delivery order

Regional Presentations

The remainder of the morning and early afternoon focused on regional presentations. Each region (Central Asian Republics, Caucasus, and Russia) presented a 15 minute overview of successful training activities or events implemented by USAID and AED during the last year². Ukraine presented their overview on Tuesday morning. Each of the presenters had been asked to provide or focus on the following points:

1. Quick overview of the region's training activities
2. Quick overview of sector emphasis
3. Identification of regional highlights or focus
4. One or two quick examples of successful activities

Brief discussion followed each presentation. The topic areas covered by the Regional presentations included:

- CAR: Overview of CAR's training data by country (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan), and the roles and responsibilities of technical offices, program office, contractors and GTD staff in the USAID / CAR training process. Presented by: David Benedetti (AED).
- Caucasus: Overview of Caucasus' training data by country (Azerbaijan, Armenia, and Georgia). Programs specific to each country were highlighted:
- ◆ Larry Held presented "The Cutting Edge of Reform: International Accounting Standards Training in Azerbaijan";
 - ◆ Monique Goyette spoke on "SME Business Skills Training Program in Armenia"; and
 - ◆ Richard Shortlidge presented information on "The Youth Development Program between Georgia and Azerbaijan".
- Russia: Programmatic summary of the Russia Training for Development project, including an overview of three special initiatives, in-country activities, and monitoring and evaluation activities. Presented by: Olga Moshkova (USAID) and Galina Sinyavina (AED)

² Handouts of the presentations were provided to group members during the workshop. Copies are available directly from TRANSIT and AED.

Programmatic Issues

Programmatic issues were introduced in the 3pm session on Monday. Brief presentations were made by Jim Nindel, Jeffrey Shahan, Mark Ketcham and Susan Fickling as well as Patricia Poulton and Michelle Wright. The objective of the session was to briefly highlight several programmatic issues and then provide an opportunity for group members to identify specific questions they had about these and other issues.

Presenters highlighted the following programmatic issues:

- In-Country Training (ICT)
- E&E Training Manual
 - Update - policy and procedure changes
 - Outline of new issues to be addressed as the manual is revised
 - HAC C
- Strengthening In-Country Capacity Building
- Monitoring and Evaluation Mechanisms (M&E)

Identification of Specific Nuts and Bolts Questions to be Discussed

Each regional group then discussed and identified critical nuts and bolts issues to be addressed before the end of the workshop. Each group brainstormed a list of questions and wrote them on flipchart paper. These issues were discussed in greater detail during the regional nuts and bolts sessions on Wednesday afternoon and Thursday morning.

Evening Reception

A reception was held Monday evening for the group. Several local training providers and representatives from the U. S. embassy and USAID Mission, including the Ambassador, joined the group during the reception.

Day 2, Tuesday, October 12, 1999

Tuesday's Agenda

- Ukraine Country Report
- Training Session on the Training-for-Results Chain

Ukraine Country Report

Tatiana Timoshenko, USAID, and Tanya Trishchuk, AED, presented highlights of Ukraine's GTD activities using the "Strategic Budgeting and Planning for Municipal Managers" training activity as a supporting example.

Introduction to the TRC

The focus of the second day then shifted to an interactive, hands-on training session on the use of the Training for Results Chain (TRC). The facilitators introduced a new tool, the TRC Workbook, through lecturettes and small group exercises. The workbook was developed by Training Resources Group, Inc. (TRG) in close collaboration with the E&E training office and TRANSIT-Support Project, AED and World Learning³.

The TRC workbook was designed to help Mission program officers, training providers, and technical assistance (TA) contractors design, implement, monitor, and evaluate training events and programs that will support the achievement of USAID strategic objectives and results.

The workbook was created to

- clarify how training events and training plans contribute to achieving a Mission's strategic plan;
- define the links of the Training for Results Chain and explain the step by step process for using the chain to plan training events; and
- provide a reference for using the TRC to complete the Training Events Request Form (TERF) on the Training Events On-Line (TEOL).

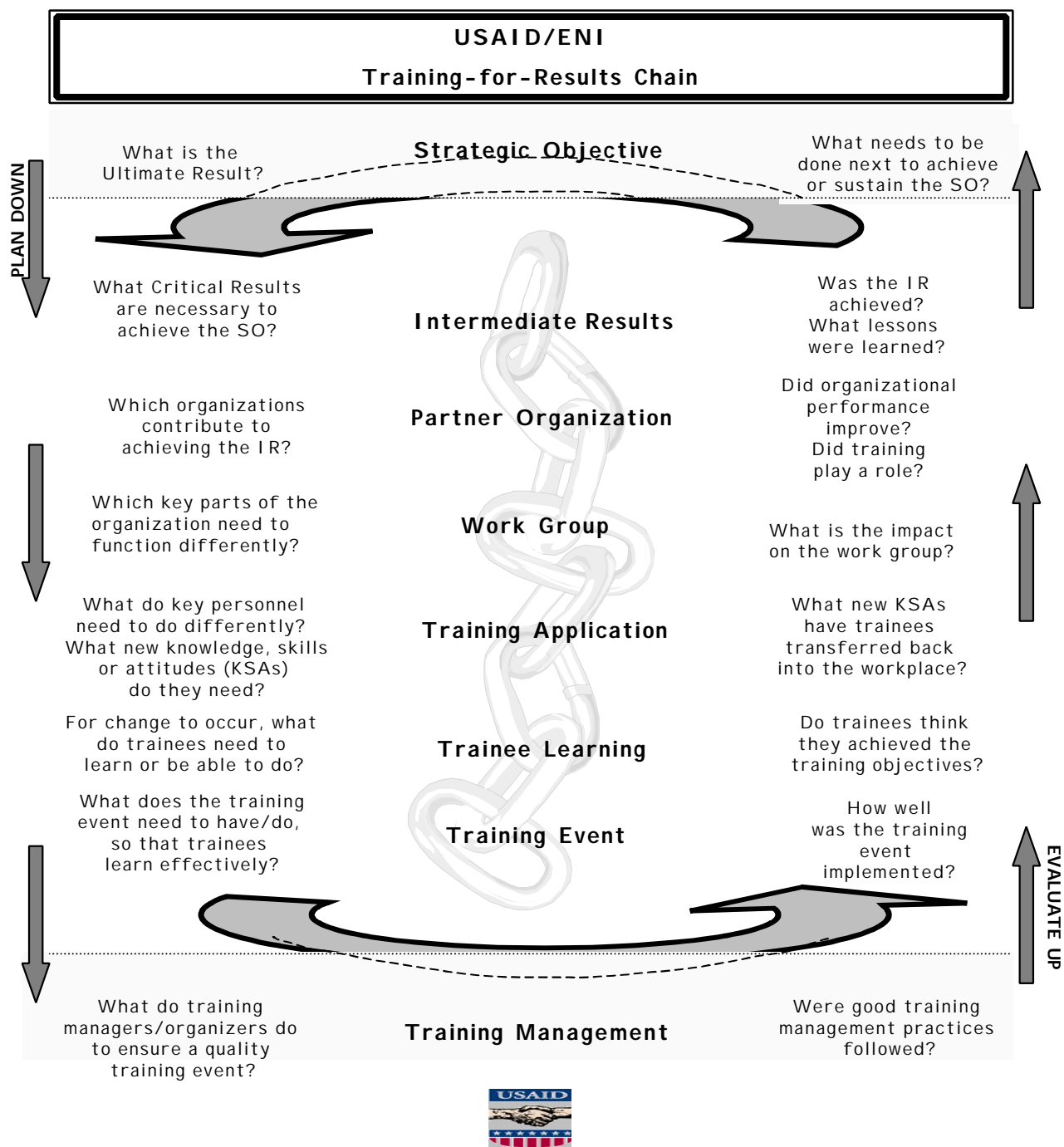
Tuesday's session objective was to provide an opportunity for group members to gain hands-on experience in the use of the Training-for-Results Chain (TRC) to design training events that support the achievement of Mission Results Frameworks.

The morning session included

- An icebreaker to assist group members to reflect on their role in designing training and on their past experiences using the TRC to design training.

³ Copies of the TRC Workbook are available from USAID Development Experience Clearinghouse, 1611 N. Kent Street, Suite 200, Arlington, VA 22209. Tel: 703-351-4006, Fax: 703-351-4039, <http://www/dec.org>. Document ID/Order Number: PN-ACF-889.

- A brief overview of the Training-for-Results Chain and the entire TRC workbook. (Refer to TRC visual below.)
- Highlights of the first four links of the Training-for-Results Chain Workbook – the Strategic Objectives, Intermediate Results, Partner Organizations, and Work Group links.
- Country team exercises to begin planning a training event using the TRC.



For the first TRC exercise, the group members divided into regional teams:

- Group 1: WNIS Team
- Group 2: Russia Team
- Group 3: CAR Team
- Group 4: Caucasus team

than completed the following tasks:

1. Review the R4 and the Strategic Objectives, Intermediates Results and Indicators from the missions represented.
2. Identify which of the SOs and IRs have training as part of the Result Package,
3. Select one SO/IR to focus on.
4. Identify a Partner Organization and/or Work Group that is working on the SO/IR you selected.
5. Enter the information on the Planning Phase Banner Map provided.

In the early afternoon, each group shared the results of their work on the Banner Map through a quick report out. Following clarifications and discussion, the facilitators introduced the second part of the TRC Planning Phase – the Training Applications, Trainee Learning, Training Event, and Training Management links. The teams then continued to plan a training event (or series of events) by completing the final part of the Planning Phase Banner Maps.

Their task was to return to their groups and

1. Identify the Knowledge and Skills that will be needed by members of the Working Groups for whom the training is being developed.
2. Write Objectives, based on the Knowledge and Skill needs identified.
3. Identify any special considerations that were necessary, such as the number of training events that would be required to achieve the objectives.
4. Review the SO/IRs to make sure the training objectives are relevant.

By the end of the afternoon, each group had completed a banner map that targeted a specific SO and IR.

- | | | |
|-------------------|--------|---|
| ▪ WNIS / Ukraine: | SO 3.1 | Reduce human suffering in targeted areas |
| ▪ Russia | SO 2.1 | Increased, better informed citizen participation in the political process |
| ▪ CAR | SO 1.4 | More competitive and market responsive private financial sector |
| ▪ Caucasus | SO 3 | Strengthened social safety network |

(See Attachments 3-6 for the completed Planning Phase Banner Maps.)

Day 3, Wednesday, October 13, 1999

Wednesday's Agenda

- Linking the TRC to the TEOL
- Concurrent Sessions
 - Nuts and Bolts (CAR & Caucasus)
 - TEOL Practice Sessions

Linking the TRC to the TEOL

On Wednesday morning, the group participated in a hands-on training session linking the TRC to the Training Events On-Line system, led by Aileen Kishaba.

The objectives of the session were to:

- Describe the four areas of the TEOL system (Repository, Training Event Request Form, Executive Narrative, and Summary Table) and their purpose in an E&E Training Plan.
- Transfer Training Results Chain exercises from the banner maps to the appropriate Training Event Request Form sections of the TEOL.
- Demonstrate the ability to use the revised and improved TEOL system.

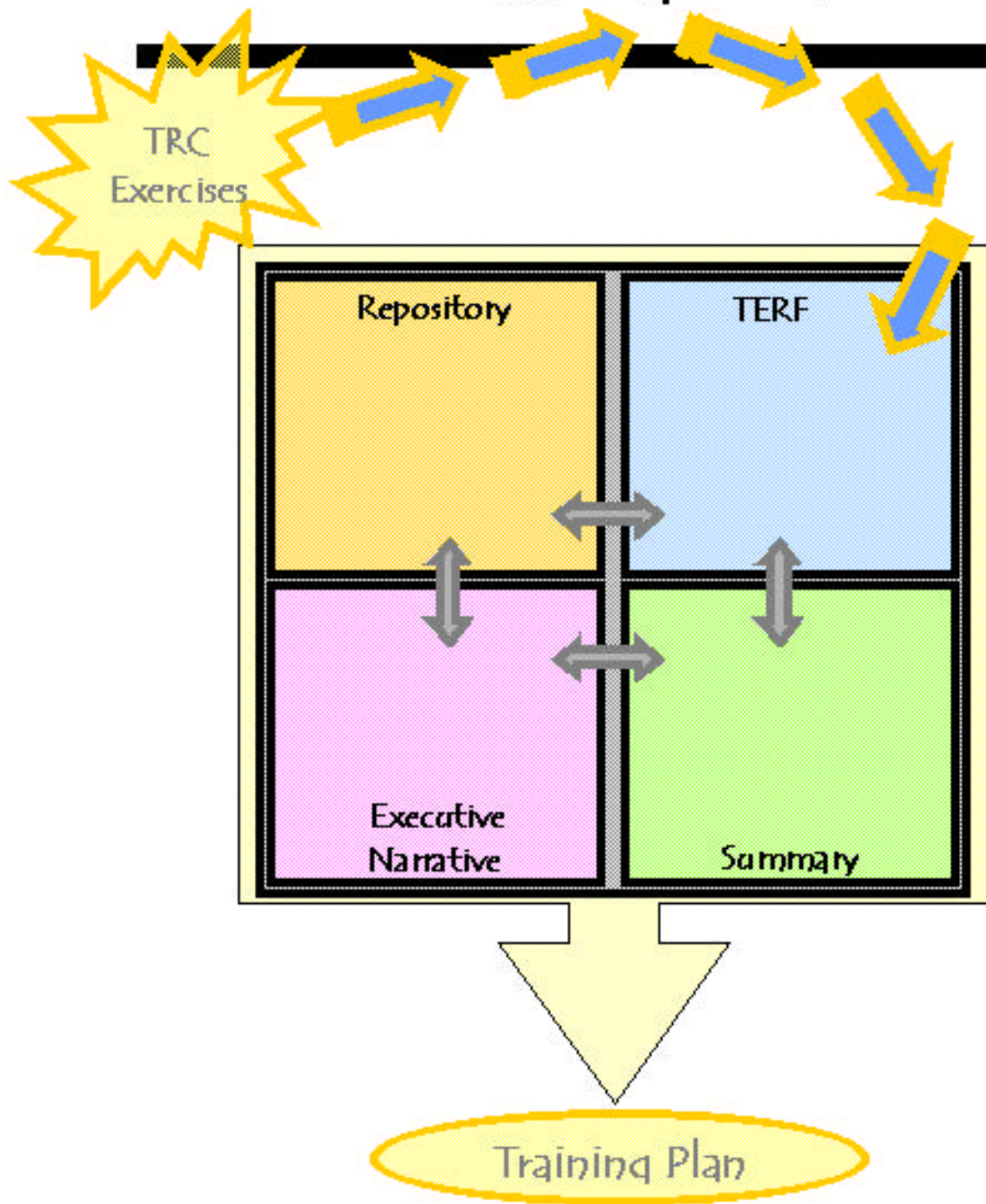
The TEOL can be used to:

- Share Training Plans among Missions (to help trigger ideas for potential training events, formulate regional training events, and coordinate cross-cutting training events),
- Standardize a process which models/reflects the critical thinking used in the Training-for-Results Chain, and
- Streamline the approval process – while still allowing for hardcopy if preferred.

The TEOL session included a brief lecturette on the four components of the TEOL system (see diagram on the next page) and a practice session on computers that had been programmed with the TEOL system to allow the country teams to begin developing a training event on-line. Each group member received a copy of the revised *TEOL User's Guide and Tutorial*⁴ as a reference.

⁴ Copies of the *TEOL User's Guide and Tutorial* are available from the USAID Development Experience Clearinghouse, 1611 N. Kent Street, Suite 200, Arlington, VA 22209. Tel: 703-351-4006, Fax: 703-351-4039, <http://www/dec.org>. It may also be downloaded from <http://www.enitraining.net>.

TEOL - New and Improved !!!



Concurrent Sessions

On Wednesday afternoon, the CAR and Caucasus regional teams met separately with representatives from USAID/W, TRANSIT-Support project, and AED's Washington office. The topics were taken from the list of issues identified by each regional team on Monday afternoon.

TEOL practice sessions were held for the other regional teams.

The CAR group met from 1:30pm – 3:00pm and discussed the following topics:

- In-Country Training
 - Increased administrative workload
 - Training for AED and USAID staff not attending regional workshop
 - MOUs
 - Use of media to disseminate success stories
 - Security issues
 - Measuring value and impact of ICT and Bi-weekly speaker series
- TraiNet / MISTER issues
 - Flagging rising stars through MISTER
 - Relationship of data needs for MISTER and TraiNet
- Monitoring and Evaluation of training.
 - Role of AED in quality control of ICT courses

The Caucasus group met from 3:30pm -5:00pm and discussed the following topics:

- In-Country Training issues
 - Guidelines for Procurement
 - Coordination between US and in-country training providers
 - ICT data for TraiNet
 - Relevancy of exit questionnaires for ICT participants
 - How to capture impact of ICT
- E&E Training Manual
 - medical standards
- Other Issues
 - J-1 Visas
 - Participation of TA contractors in training
 - Ceiling for participant costs

Day 4, Thursday, October 14, 1999

Thursday's Agenda

- WNIS / Russia Nuts and Bolts Session
- Monitoring and Evaluation phase of the TRC
- In-house meetings for USAID and AED staff
- Traditional Georgian dinner

WNIS / Russia Nuts and Bolts Session

Ukraine and Russia representatives met with USAID/W, TRANSIT – Support and AED/ Washington staff from 9:00am -10:30am Thursday morning.

The discussion centered on the following issues:

- Procurement Issues
 - Direct and Indirect rates
- Leaving a Legacy
 - Involvement of local institutions
 - Use of website
- E&E Training manual
 - Relationship of manual to ADS 253
- TraiNet
 - Training data requirements / role of AED
 - Timeframes
 - Definition of training for TraiNet purposes
 - Counting participants
- Local Institution / USG participants in training

Monitoring and Evaluation Phase of the Training-for-Results Chain

The final workshop session on Thursday focused on the Monitoring and Evaluation (M&E) phase of the Training-for-Results Chain.⁵ The presenter was Bechir Rassas from ISTI.

The objectives of the session were to

- identify possible ways to use the TRC to support the monitoring and evaluation of training and
- review the components of a performance monitoring plan for training and discuss possible applications to the monitoring and evaluation of training.

The M&E phase can be used to identify the effects of training interventions on both the individual trainee and the partner organization and work group. The M&E data can be used to support TraiNet and the annual R4 process.

The Performance Monitoring Plan for Training (PMP-T) is a tool that can be used to plan and manage the collection of performance data related to training. The process involves

⁵ The M&E phase of the TRC is explained in Chapter 5 of the TRC workbook.

summarizing exit interviews, success stories and other data so that key findings are available to plan the next series of training events and inform the R4 process.

Using the PMP-T to summarize information will

- provide timely information that allows greater participation in a Mission's strategic planning process,
- show that training can support the achievement of Mission SOs, and
- help raise the visibility of training in the mission.

The eight steps of the Performance Monitoring Plan can be found in Attachment 7.

Following the presentation, the table groups identified specific suggestions on how the Missions and AED could work together to identify the impact of training on the achievement of the Mission's SOs.

Specific suggestions and comments included:

- Mission and AED to discuss in advance of the R4 process what areas should be focused on.
- USAID/ TA contractors and AED could participate in joint meetings throughout the year to identify results of training.
- Ukraine has a model that can be shared with other missions and AED offices
- AED is responsible only for exit interviews and success stories. Need to discuss with Bureau and Missions what would be most useful.
- There is a need to improve the thought process of capturing impacts of training.

Afternoon Concurrent Sessions

USAID staff and AED staff participated in internal meetings for the rest of the afternoon.

Traditional Georgian Dinner

Thursday evening, the group reconvened for a traditional Georgian dinner.

Day 5, Friday, October 15, 1999

Friday's Agenda

- Final Programmatic Issue Session
- Concurrent Discussion Sessions
 - In-country Training
 - Leaving a Legacy / In-country Capacity Building
 - Monitoring and Evaluation of Training
- Application Plans
- Workshop Evaluation and Closing Ceremonies

Programmatic Issues Revisited

Jim Nindel, Jeff Shahan, Mark Ketcham and Susan Fickling summarized main programmatic issues from each of the Nuts and Bolts sessions. Michele Wright provided an overview of the E&E website. Cecilia Otero highlighted the success stories now available on the E&E webpage.

Concurrent Discussion Sessions

The objective of the discussion sessions was to provide an opportunity for group members to select and participate in a detailed discussion on one of three topics. The three topics included:

- In-Country Training
- Leaving a Legacy / In-Country Capacity Building
- Monitoring and Evaluation

Following their discussion, each group reported out on their recommendations. Following are the main points of the report outs.

In-Country Training Group Report

1. What constitutes in-country training as opposed to technical assistance?
 - One-on-one technical assistance can be considered training.
 - Input that empowers people should be considered training
 - There is a continuum from technical assistance to training
2. What are we currently doing well to address the issues and problems of implementing in-country training? What needs to be improved?
 - Doing Well
 - Needs assessments
 - Developing in-country capacity
 - Identifying and filling ability gaps
 - Teaching competitive processes
 - Improvements needed
 - Dealing with training related administrative costs
 - Development of expanded mechanisms for doing ICT

3. What guidance and policies are needed to ensure the quality of in-country training?
 - Clear definition and recognition of importance of ICT
 - Inclusion of ICT guidelines in ADS 253 or E&E training manual (should be flexible)
 - Sharing lessons learned
4. What is the role of the training contractor when TA providers are conducting training? What can be done to ensure that training implemented by TA contractors is informed by Bureau policy and procedures?
 - Clarification is needed from Bureau and Missions on who is responsible and who controls the training being offered by TA contractors.
 - Share information with TA contractors
 - Change contract to allow AED to hire TA providers to conduct specific training, thus allowing AED to have oversight on trainers.

Legacy Group Report

1. What is currently being done to improve in-country capacity and leave a legacy?
 - Working with legislative drafting groups to draft legislation – in retreat environment (Uzb).
 - Third country training in Poland has developed linkages.
 - Working groups have been formed after individuals participated in U.S. or TC Training.
 - Odessa Hydrometeorology Center- TOT component – new center is providing training on its own.
 - Exposure to new methodology in TOT focused on adult learning and development of local trainers and organizations to provide training.
 - Supporting development of clubs and associations around issues or professional interests. Lobbying for and leading to changes in government.
 - Work with NGO's on basic skill needs- Publicity, Marketing. Coalition building- provides a means of ensuring ongoing communications (e.g. provide e-mail).
 - Support creation of public institution to address conflict resolution in Tajikistan linked to Kettering Foundation.
 - Exposure to Western ideas and concepts--transparent process; conflict resolution, fair procurement, team approach; strategic thinking, horizontal management, action plans. Engaging and training local entities in these values.
 - Utilizing trainers trained by TA contractors as trainers.

2. Things we could be doing to leave a legacy

- Training of trainers
- Association building
- Support development of networks
- Changing attitude toward relationship in society, government, work, global society etc.
- Provide models of new organizations
- Long-term training for institutional strengthening
- Develop critical mass
- Focus on training of grassroots organizations, people outside capital / major cities
- Support development of new attitudes and understanding toward conflict
- Support and work with leaders and members of traditional organizations.

3. What are the constraints to using local providers for training and logistics

LOGISTICS	TRAINERS
<ul style="list-style-type: none">• Loans for: computer equipment etc.	<ul style="list-style-type: none">• Exposure/training in new teaching methods (adult learning methodology)
<ul style="list-style-type: none">• Marketing training	<ul style="list-style-type: none">• Provision of instructional material, or how to develop new material themselves collectively and individually
	<ul style="list-style-type: none">• Follow-up/one-on-one consultancy (feed-back)
	<ul style="list-style-type: none">• Train locals how to do “needs assessment”
	<ul style="list-style-type: none">• Supply- demand
	<ul style="list-style-type: none">• US consultant partners with local organizations in the RFP

4. What are ways we can overcome these constraints?

- Look for ways within our contract structure to use outsourcing to build capacity and maintain quality and standards.

The Legacy Group developed the following Mission Statement:

***THE LEGACY WE WILL LEAVE BEHIND –
MORE THAN 35,000 PEOPLE TRAINED.***

- *They will train others and serve as models.*
- *They are the driving force for the creation of sustainable associations and organizations which change political, social, and civic life as a result of the development of new attitudes and understandings.*
- *They come from all sectors and regions and return as strengthened individuals to work effectively within and further develop modern and traditional organizations.*

Monitoring and Evaluation Group Report

Suggestions for improving monitoring and evaluation of training:

- Stay on top of the statistics and have them readily available.
- Maintain good communications with activity managers.
- Provide missions with drafts of success stories when they are sent to Washington.
- Identify some mechanism for long term follow up with participants in the annual training plan, such as a speakers' series, as a way of staying in contact with former participants.

Application Plan

The final group activity of the workshop was to develop a back-home application plan. The group reconvened in their regional work groups and discussed what they plan to do when they go back to their work, particularly their application of the TRC and TEOL to the development of this year's Mission Training Plan.

After a brief discussion each team shared their action plan:

CAR Action Plan

1. How to integrate TRC and TEOL into Mission Training Plan process?
 - Meet w/ SO teams during planning phase
 - Mission (SO TEAMS)
 - Input from AED Director
 - Input from Country Reps on GTD Fields of Study (FOs)
2. How to Increase awareness of training's impact on the R4 process
 - Report to Mission on how training has helped to accomplish SOs and IRs (is there a regular mechanism for collection of "results"?)
 - Dialogue with Mission on the design of the R4; discuss how training can be used as a resource for the Mission

3. Additional resources needed to complete the Training Plan
 - Human resources such as staff and financial resources
 - Review halfway status of Training Plan with input from GTD offices
 - Mission driven - administrative and evaluation staff to deal with data entry, i.e. double entries (MISTER and TEOL)

CAUCASUS Action Plan

<i>USAID</i>	<i>AED</i>
1. TEOL- questions from TERF regarding SO, IR, Indicators, Partner organizations, will be answered by SO teams on 1 page(used as justification for training events)	1. AED will prepare questions AED will provide matrix of all training activities
2. AID will also use this format to establish priorities for training	2. TRC will be used by AED workshop attendees to train remaining AED staff- TRC will be resource
3. Training Officer will meet with Project Officers to review process (FY99 leftover training events & FY00 training events)	

WNIS and RUSSIA ACTION PLAN

- Conduct an orientation on the TEOL for Mission's newcomers involved in training (including Mission Director).
- Periodic reports on the impact of training on the R4 process.
- Follow-up on financial issues.
- Encourage activity managers and, when possible, TA contractors to provide feedback and anecdotal information on results of training. Increase frequency of Training provider reporting of impact to Missions.
- Arrange in-country events that will bring together alumni for networking, sharing of information, publicity, and PR.
- Increase cooperation between the Mission staff, TA contractors and AED (for planning, monitoring).
- Donor coordination meetings on training and attendance of training contractors of sectoral meetings.
- Provide more financial resources (\$).

Workshop Evaluation and Closing Ceremonies

Before adjourning, the group was asked to evaluate the workshop. Responses indicated that group members found the workshop very useful. Selected comments about the workshop included:

- It was very useful and needed. Even some of the issues that people seemed to have disagreements on were still useful to discuss.
- Of the conferences we've had, this was the most useful.
- Thanks – met objectives, very focused and hands-on. Learned things.
- Excellent.
- Not a single glitch.
- Having a periodic AID/AED gathering is probably OK, but not worth five days/year to Mission staff.
- The TRC and working sessions (nuts and bolts) were most helpful to me.
- Workshop facilitators very effective in keeping sessions on track.
- Program Coordination was excellent.

Closing Ceremony

Jim Nindel and Mark Ketcham distributed certificates and a group photo to everyone attending the workshop. Both thanked the organizers, participants, presenters, and facilitators for their efforts. Members of the group also commented on the success of the workshop.

The workshop was adjourned Friday afternoon.

Attachment 1

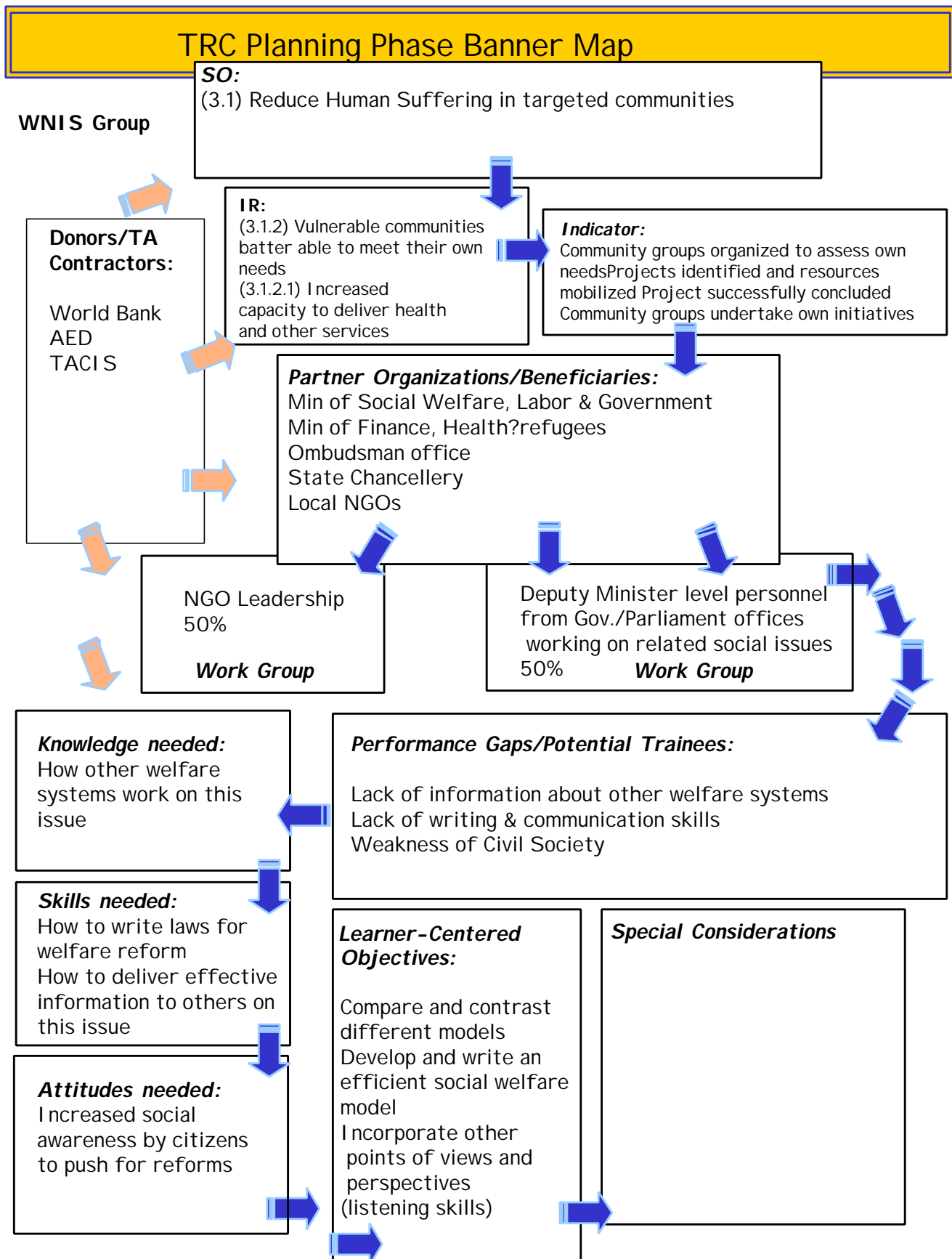
**USAID/E&E Bureau
Regional Training Workshop
Tbilisi, Georgia
October 10 – 15, 1999
List of Attendees**

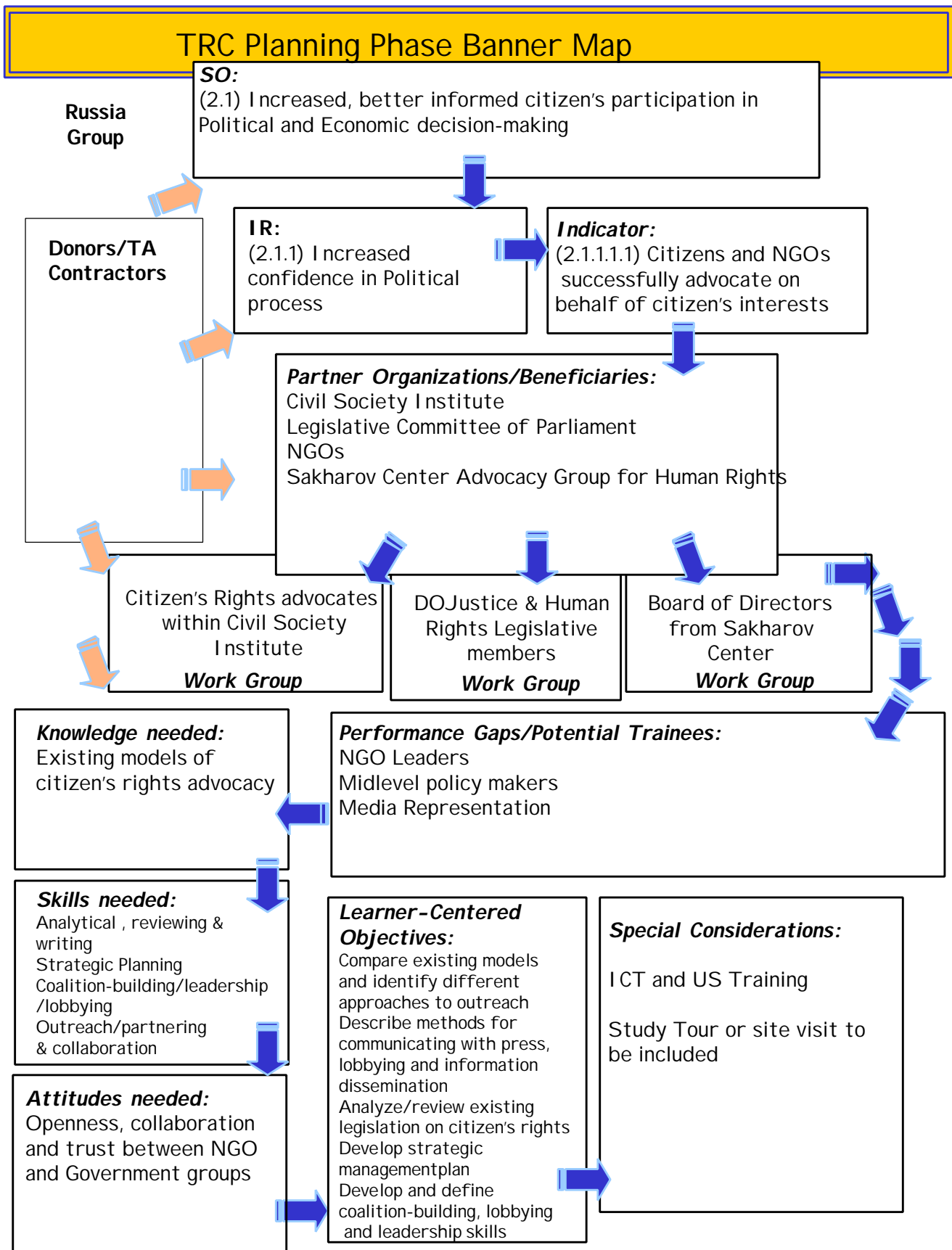
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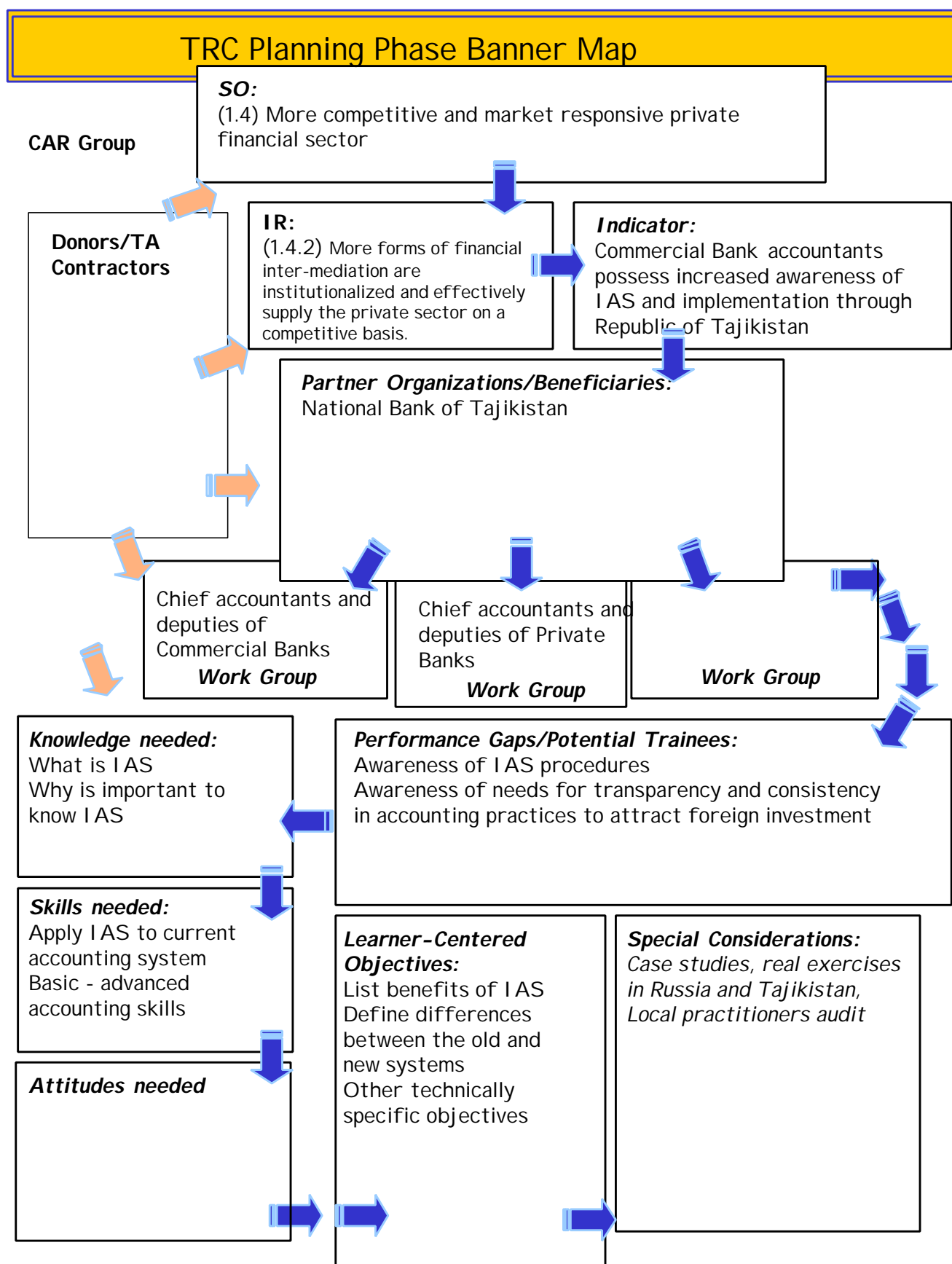
**Attachment 2 – USAID/E&E Bureau
Regional Training Workshop
Tbilisi, Georgia
October 10 – 15, 1999
Workshop Agenda**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 Registration 9:00 Opening Session ♦ Opening /Welcome – Mike Farbman – Jim Nindel ♦ Introductions / Icebreaker ♦ Agenda & Objectives ♦ Logistics (AED) 10:15 BREAK 10:30 View from D.C.– Jim Nindel (20 min Presentation /10 min Q&A) 11:00 Regional Presentations (20 min + 10 min Q&A) 11:05-11:35 CAR 11:45-12:15 Russia 12:15 Lunch 1:30 Regional Presentations 1:45-2:45 Caucuses Panel 2:45 BREAK 3:00 Overview of Programmatic Issues - Jim Nindel, Jeff Shahan, Mark Ketcham (15 min. each) 4:00 Small Group Activity – Identification of Programmatic and Nuts & Bolts issues to be Discussed during week. 5:00 Adjourn 6:00pm RECEPTION	8:30 Overview of the Day 8:45 WNIS Regional Presentation 9:15 Training for Results Chain —Planning Phase ♦ Small Group Activity ♦ Objectives of Training Session ♦ Overview of the TRC workbook 10:30 Break 10:45 Review of TRC chain TRC Links 1-4 11:30 Small Group Activity Links 1-4 exercises 12:15 Lunch 1:30 Small Group Activity Exercises for Links 1-4 2:00 Group Reports 3:00 BREAK 3:15 Overview of Links 5-8 3:45 Small Group Activity Complete selected TRC exercises for Links 5 -8 5:00 Group reports 5:30 Review of Day /Overview of Wednesday Adjourn	9:00 Overview of the Day 9:15 Linking the TRC to the TEOL - Aileen Kishaba 10:00 Small Group Activity TRC/TEOL exercises – Enter results of TRC Exercises into TEOL 10:30 BREAK 10:45 TEOL / TRC group work, con't 12:00 Review of Morning / Overview of Afternoon 12:15 Lunch 1:30 –5:00 Concurrent Sessions Nuts and bolts Sessions & TEOL Practice. 1:30-3:00 ♦ Nuts and bolts – CAR ♦ TEOL practice – WNIS, Caucuses, Russia 3-3:15 Break 3:15 – 4:45 ♦ Nuts and bolts – Caucuses ♦ TEOL: CAR, WNIS, Russia 4:45 Review of Day / Overview of Thursday 5:00 Adjourn	9:00-10:30 ♦ Nuts and bolts – WNIS, Russia ♦ TEOL: Caucuses, CAR 10:00 BREAK 10:15 TRC —Monitoring and Evaluation Phase ♦ Overview of Performance Monitoring Plan for Training. – Bechir Rassas ♦ Discussion / Q&A 12:30 Overview of Friday 1:00 Lunch 2:30 Concurrent Sessions ♦ USAID Training Management Issues - Jim Nindel & Jeff Shahan • AED Staff Working Session - Mark Ketcham, Susan Fickling, & Cecilia Otero	9am Overview of the Day 9:10 Panel –Programmatic Issues Revisited - Jim Nindel, Jeff Shahan, Mark Ketcham 10:00 BREAK 10:15 Working Group Discussions Group 1: In-country Training Group 2: Strengthening in-country capacity Group 3: Use of PMP-T in Mission R4 Process 11:30 Group Reports 12:30 Lunch 1:45 Regional Group Discussion: Next Steps to using TRC/TEOL in Development of Mission Training Plans 3:00 Break 3:15 Group Reports 4:00 ♦ Evaluation ♦ Closing Remarks – Jim Nindel – Mark Ketcham 4:30 Adjourn	AED DAY
7:30pm GEORGIAN DINNER					

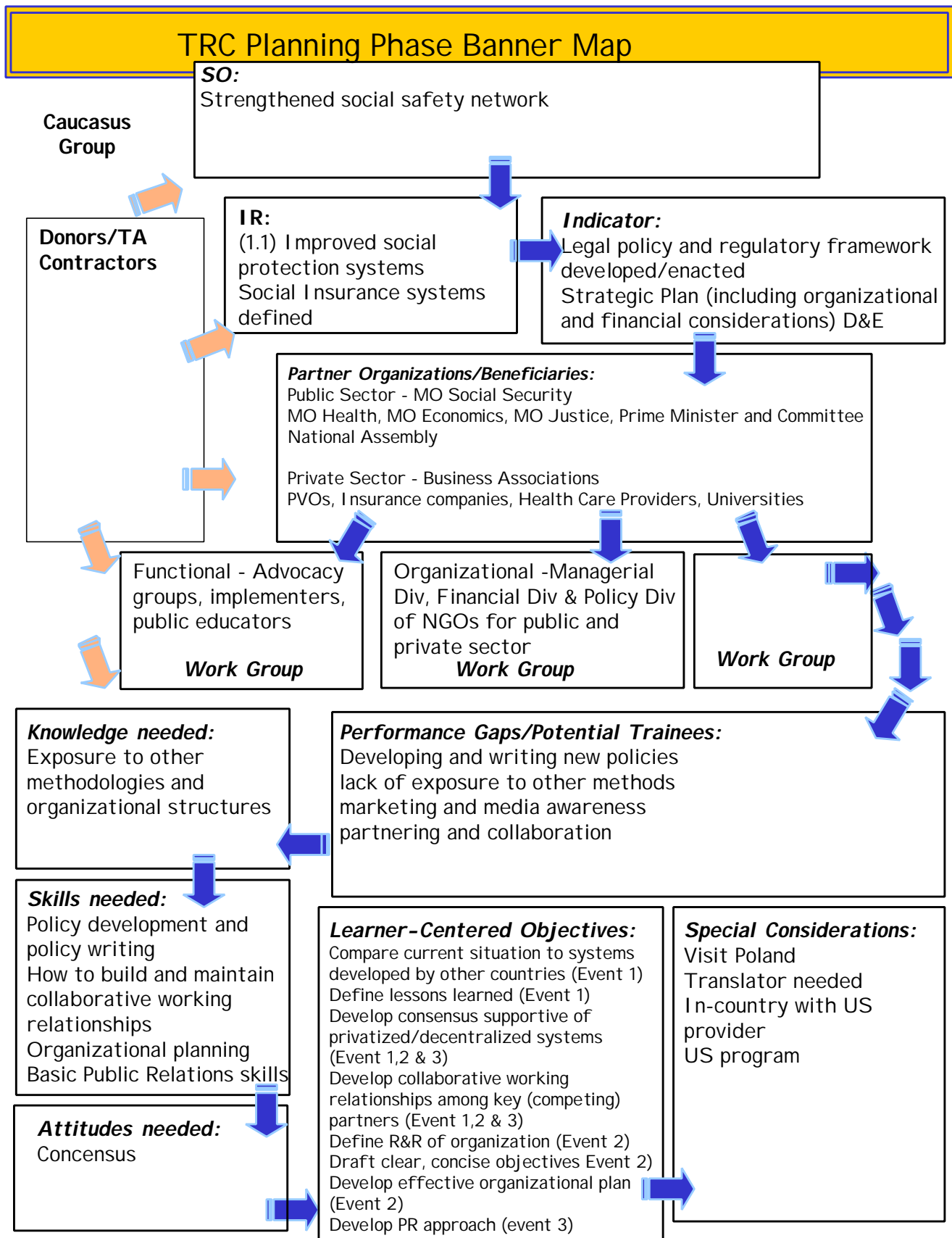




Attachment 5: CAR Planning Phase Banner Map



Attachment 6: Caucasus Planning Phase Banner Map



Attachment 7

Components of the Performance Monitoring Plan for Training (PMP-T)

Part 1: Performance Monitoring Plan for Each Targeted Strategic Objective and Intermediate Result

Part 2: Baseline, Expected Results, and Actual Results for Each Targeted SO/IR

Part 3: Summary of Final Training Event Reports

Part 4: Summary of Major Conclusions from Follow-up Interviews

Part 5: Summary of Success Stories

Part 6: Summary of Complementary Evaluations

Part 7: Targeted SO Narrative

Part 8: SO 4.2 Narrative